



# ***JO Retention***



***“A New Way”***



# *The Problem Is: Department Head Selectivity*



- Need to retain 38% to allow selection of “best” for DH Screen
- Currently retaining only 24%, pushing DH Screen to 100% breathing - and still over-touring DH”s
- Larger issue - SWO self image
- Even larger “Cultural Issues”



# Window of Influence



- JO's make career decision over entire period of 1st + 2nd Division Officer tours
- Most execute / finalize decision (letter) during 1st shore tour
- Decision based on:
  - Will I face the same “dissatisfiers” on my DH tour I dealt with during my Division Officer tour(s)?



# *Cultural Issues*



- Rigid Structure vs JO's from a changing society
- Over Professionalism leads to micro management and zero defect mentality
- Perception of "Careerism"
- Expectation of financial success



# Meanwhile...



- JO's arriving from rapidly changing society where they have enjoyed and expect
  - a degree of independence
  - access to information
  - ability to influence priorities
  - latitude to exercise creativity and initiative
  - immediate gratification / feedback
  - financial independence and rewards



# Results



- **GOOD NEWS:** Surface Navy professionalizes
- **BAD NEWS:** Creates current environment
  - JO's expected to react (vice act)
  - Inordinate list of lock step tasks
  - Micro management / Zero defect
  - Time for learning/growing/fun squeezed out
  - 20 years of this?



# What Do All These Surveys Tell Us?



## JO's Respond to Stimuli Over Time

- **Satisfiers**
  - Drive the ship
  - Shoot the guns
  - Foreign port visits
  - Lead the troops
  - Variety, challenge, responsibility
- **Dissatisfiers**
  - Lack of confidence in / perceptions of senior "careerism"
  - Long working hours in home port
  - Micro management / Zero defect
  - Inability to plan personal / professional time
  - Inspections / administrivia
  - Lack of personal recognition / mentoring
- **Compensation**
  - A floor
    - Below which becomes a dissatisfier
    - Above which is neutral



# ***We Need A New Way***



- One that restores the focus on each individual SWO
- One that centers all we do around developing the potential of each individual, holistically
- One that commits the SWO leadership to one goal - The success of our people

***Or we'll never do better than 24%***



# ***What We Are Going to Do?***



- **Focus on the individual, instill the Warrior Spirit:**
  - Mind
  - Body
  - Spirit
- **Link our rich Surface Warfare heritage to the present**
- **Articulate / Communicate our Vision to 8,000 SWO's to;**
  - Educate
  - Inform
  - Inculcate our culture
- **Sample population**



# ***Building the “New Way”***



**#1. Articulate a Vision**

**#2. Develop the Process**

**#3 Outline the Campaign Plan**

➤ **Vision**

➤ **Culture**

➤ **Compensation**

➤ **Marketing / Image**



# *Game Plan*



- Vision
- SWO NET
- Financial Education
- Mentoring
- Symposium
- Accession Initiatives
- Campaign Kick Off (Has begun)

***Invest in People***



# *The New Vision Statement*



- From the community's leaders -
  - Focus on JO's
  - People are our most important resource.
  - Change and innovate
  - Connect past to future
  - Take credit for what is being done
  - New directions/ initiatives
  - Not a "one time" deal, but the start of a process

***Instill a Warrior Spirit***



# SWO Net



- “Connect 8000 SWO’s”
- Design, develop and field an Intranet / Portal
  - Survey Landscape / gather general info
  - Interview contractors
  - Filter down to evaluated proposals
  - Present best proposal to N86
- Probably three Phases
  - Original architecture
  - Populate data base
  - Continuous Operation / data base management, content insertion (5 to 6 pers, full time)



# *Financial Education*



- Two categories of help
  - USN Specific
    - RADM Coady/NMAA
    - USAA
    - DFAS Cleveland
  - Market Place/ "Big Names"
    - WSJ
    - Fidelity, Vanguard, etc.
- Traditional class room injection at SWOS
- Icons / links on Intranet / Portal



# *Mentoring*



- We need to be absolutely clear on what Mentoring means, then ALCON do it!
- RADM Morgan / SWOS to:
  - Define “mentoring”
  - Select “Best Practices”
    - Survey military, commercial, academic, etc.
  - Develop Curricula
  - Outline Injection Points
  - Commence Instruction

***Dynamic & Hard Hitting***



# Today's Symposium



- Goals of symposium are to
  - Develop plan: What it is we want to accomplish
  - Identify pressure points where we should focus our efforts
    - fleet and shore concentrations
    - USNA/ NROTC/OCS
    - NPGS and NWC
  - Outline Actions / Assign Responsibilities

***“Art of the Possible”***



# *Symposium Participants*



- 0-7 selectees
- RADM Marshall
- Group Commanders (East and West)
- PERS-41 / CO SWOS
- DESRON commanders (East and West)
- N86
- JO reps from SWOS and USNA



# *Symposium Objectives*



- Detailed Campaign Plan (s) identify
  - Key personnel
  - Afloat and Ashore responsibilities
  - local resources and tasks
  - specific objectives, actions and MOE's
- Answers Questions
  - Who is in charge ?
  - What is audience/customer base?
  - VISION communicated and understood?
  - Mentoring accomplished?
  - Retention rate measured and reported?



# *The New Process*



- **Winter**      **“Annual” JO survey by internet**
- **Spring**      **New Selectees meet**
  - Review survey results
  - Compare with last survey/ Latest retention statistics
  - Evaluate / revise campaign plan
  - Brief N86
- **Summer**      **N86 brief results**
  - SWCC
  - SWFOC
- **Fall**              **Execute changes to campaign plan**



# ***SWOCP / Campaign Kick off***



- Capitalized on “Photo-OP” of handing out the first checks.
- Used to LAUNCH entire campaign
- Intro “the New Way”
  - Promulgate the VISION
  - Introduce the SWO INTRANET
  - Underscore “Financial Education
  - Mentoring
  - Symposium efforts

***The community cares about you***

